

11-04-Compensation, Job Analysis, and Design

Fund/Agency: 001/11		Department of Human Resources
Personnel Services	\$617,492	<p style="text-align: center;">CAPS Percentage of Agency Total</p> <p style="text-align: center;">10.8%</p> <p style="text-align: center;">89.2%</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> ■ Compensation, Job Analysis, and Design ■ All Other Agency CAPS </div>
Operating Expenses	\$58,591	
Recovered Costs	\$0	
Capital Equipment	\$0	
Total CAPS Cost:	\$676,083	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$0	
Total Revenue:	\$0	
Net CAPS Cost:	\$676,083	
Positions/SYE involved in the delivery of this CAPS	9/9	

► CAPS Summary

The Compensation, Job Analysis and Design (Classification) Division administers job evaluation and compensation systems that provide fair and competitive salaries consistent with the nature of work performed in order to attract and retain the most qualified individuals in positions of employment with Fairfax County.

With the implementation of pay for performance, the elimination of the annual COLA for general County employees, the commitment to maintain competitive market-driven pay rates, and the continuing competitive job market, the role of the Compensation, Job Analysis and Design units has become increasingly significant.

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The Compensation unit work includes the following: assisting the Department of Management and Budget staff in computing cost estimates for compensation related budget initiatives; researching wage data and computing the annual market index; surveying private and public sector employers to determine prevailing pay rates for jobs similar to those in the County; responding to requests for salary and benefit information from other public and private employers; maintaining the County's pay plans; recommending solutions to County turnover, retention and internal equity problems; and, as directed by the Board of Supervisors/County Executive, researching special compensation issues.

Work of the Job Analysis and Design unit includes the following: consulting with agency directors to develop positions at classifications which will best meet agency needs; creating new job classes in order to meet County needs; auditing positions in order to ascertain the proper classification and grade; conducting reorganization studies, which entails review of positions descriptions and assignment to the proper classification. The position control function, also a responsibility of this unit, provides for administration of the County's automated inventory of the characteristics of each authorized County position.

FY 2001 Accomplishments:

- Developed and managed a comprehensive, County-wide market study of over 700 job classes to ensure the County's pay structures and pay were market competitive.
- Participated on multiple County Executive-sponsored task forces that resulted in the streamlining of position control, classification, and employee pay practices.
- Performed a comprehensive classification/compensation study of 800 positions in the Community Services Board. Worked with the agency to arrive at individual class series for Mental Health, Mental Retardation and Alcohol and Drug Services.
- Reviewed 350 Information Technology positions in 34 agencies and developed new classifications and appropriate pay ranges. Performed 100 desk audits in order to individually allocate the 350 positions to new classes.
- Initiated study of all administrative support classes (30+) and consolidated them into six new job classes. Worked in collaboration with agency personnel and Arthur Andersen Consulting to allocate over 2,000 positions.

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FY 2002 Initiatives:

- Implement a new, enhanced job evaluation system for County positions with the accompanying training and education for employees and agency managers. As part of this process, work with agencies to properly classify positions which may be currently grossly misclassified (i.e. in the wrong class series).
- Work through the reconsideration and appeal phases for the Administrative Support Study.
- Develop and implement a competencies-based classification structure and training system for all Department of Human Resources professional employees.
- Implement or participate in a market-based compensation reporting system that will allow for the streamlined collection, comparison and utilization of pay data for the regional recruitment area that represents Fairfax County's hiring area.
- Conduct regional market survey of approximately 70 core and supplemental classes and a national market survey of 40 executive classes.

► Method of Service Provision

Service provided directly to customers (employees, agency managers, members of the Board of Supervisors, commissions, constituents, Federal and State regulator agencies) and others as appropriate. Service is provided with staff working in a team based environment, individually, or in groups as consultants.

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Number of positions supported per classification analyst	1,347	1,355	2,810	2,829	2,840
Classes studied for regrade reviews	50	51	701*	84	110
Positions studied for classification purposes	1,690	2,268	2,329	3,429	3,500
Major Consulting Projects**	N/A	N/A	N/A	N/A	11

* All merit classes reviewed

** New Workload indicator based on changing nature of work

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► **Mandate Information**

This CAPS is Federally or State mandated. The percentage of this CAPS' resources utilized to satisfy the mandate is 1 - 25%. The specific Federal or State code and a brief description of the code follows:

- Fair Labor Standards Act (FLSA) - requires employers to pay at least the current minimum wage, and an overtime rate of 1.5 times the employee's regular rate.
- Equal Pay Act (Amendment to FLSA) - forbids employers to pay different wages to men and women who are performing equal jobs.
- Title VII of the Civil Rights Act of 1964 - forbids employers from refusing to hire or to discharge any individual or otherwise discriminate against any individual with respect to his race, color, religion, sex or national origin.
- Americans with Disabilities Act of 1990 (ADA) - prohibits discrimination against individuals with disabilities in employment, public services, public accommodations and telecommunications.
- Commercial Motor Vehicle Safety Act (1986) - requires all persons, paid or volunteer who operate commercial motor vehicles to have a Commercial Driver's License.
- Age Discrimination in Employment Act - promotes employment of older persons based on ability.